

Mr. Meloon

31 July 1953

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Accomplishment Report

Attached is a report on accomplishments of this Division during the past year.

I'm sure you recall the "state" of the Division about a year ago when you asked me to take it over.

You probably also recall how the first several weeks were spent trying to ward off the proselyting raids of a newly transferred "operator" from FE Division. The glowing promises and commitments made to three of the senior members of the Division were not very conducive to getting our job done. We finally left one of these members go when it was evident that he was beyond reclamation.

In addition, there was the immediate problem of trying to salvage another analyst, who had resigned and returned to his home in Wisconsin the week before I took over the Division. I was able to persuade him to return with us after a months leave, and he is developing as a valuable member of the Division.

Another immediate request for release was received from another analyst who felt that he had not been adequately recognized. His request for transfer to OCD was at least successfully postponed for six months until a replacement could be secured then he transferred to OCD.

25X1A Almost immediately the DD/P reorganization started, and that, with three senior analysts working on the [REDACTED] Survey, kept the joint jumping until after the first of the year.

Then, considerable effort was expended in laying the groundwork for our Standards program, documenting and clarifying internal Division methods with particular emphasis on a more intensive analysis of positions, and to improve the quality of the Division's work.

Much time and thought were given to Regulation material, Handbooks, revised description format and form, and numerous special studies and projects, such as the Supergade Review, the Hazardous Duty study, etc. If within a reasonable period we can get this regulatory and policy material published and in effect, I think it will go a long way towards resolving some of our problems, and relieving the pressures of "grade on your back" proponents.

I have gradually rebuilt the staff, and once we get the newer acquisitions through the Basic Training and Orientation exercises, we will be in pretty fair shape to meet the onslaught.

Our trainees, in particular [REDACTED] and others, have over the past year developed to a point where they are able to make a substantial production contribution. However, their training and development has required considerable time of the senior analysts. This, together with the substantial number of senior analysts transferred out of the Division to other assignments, has kept us spread pretty thin.

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While everyone in the Division is not a "hotshot", I think there is represented in the staff a high level of technical competence, experience, and "know-how" of which you can be proud.

While I have consistently tried to keep you informed of significant and controversial happenings affecting the Division, I have tried to resolve as many of our problems as possible without adding to your busy schedule. I assure you that there have been many problems and pressures which, I believe, have been resolved without prostituting the objectives of the Personnel Office program.

I believe our relationships with the operating offices have been materially strengthened and I have received a number of comments concerning appreciation of our technical contribution, and of the prompt, cooperative service given by the Division, even though the requests were not rubber stamped.

While I agree there remains much to be done, I personally feel that a solid groundwork has been laid and much has been accomplished during the past year.


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31 July 1953

MEMORANDUM FOR: Personnel Director
FROM : Chief, Classification & Wage Division
SUBJECT : Annual Report, FY 1953

A detailed statement of FY 1953 accomplishments and objectives of this division, is hereby submitted to supplement the budget estimates previously rendered in accordance with your memorandum of 15 June 1953.

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A N N U A L R E P O R T

FISCAL - 1953

CLASSIFICATION AND WAGE DIVISION

1.Introduction
2.Table of Organization
3.Highlights of Survey Activity
4.Position Standards
5.Special Studies and Projects
6.Staff Assistance to Super-Grade Review Board
7.Individual Personnel Actions
8.Salary and Wage Administration
9.Staffing Problems
10.FY 1954 Objectives

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1. INTRODUCTION

The servicing of operating divisions with respect to Table of Organization approvals, individual classification actions and similar day to day tasks continued to be the predominant factor in the activities of the division during fiscal 1953. Several significant advances were made in surmounting this routine work load in the direction of improved techniques and methods, position standard developments, and survey activity. A new and comprehensive position analysis format was put into effect so that systematically organized position information would be available for standards and career development programs. By means of an integrated approach to position analysis, all data about the position useful for recruitment, placement, training, career development, as well as classification purposes is being obtained. Statistical studies of average grade structure trends, relationships between authorized T/O grades and grades of incumbents, inter agency average grade comparisons, were undertaken in order to make possible more intelligent review of the classification plan and the manner in which it is working out. Results of these studies have been formalized in policy and regulatory material for Personnel Regulations designed to establish a universal and commonly understood foundation for the activities of the division.

2. TABLE OF ORGANIZATION

This division assumed the responsibility for the coordination of all Tables of Organization approval within the DD/A area, being made responsible for obtaining concurrences of the Comptroller, Organization and Methods, Logistics, and the General Services Office, and for the preparation of the action paper on such proposals in which such factors as actual need for the positions, the availability of personnel, and the current policies and trends involved were treated. This staff service, when combined with the continuing high rate of reorganization throughout the Agency accounted for a major portion of the work load of the division. Some advance was made in rendering advisory service to the operating offices prior to submission of formal T/O requests. These services included suggestions on alignment of duties, uniform position titling and the furnishing of advisory allocations as to grade and series. Since this type of service is particularly dependent on continuity of personnel and the establishment of mutual trust and confidence between the operating official and the classifier, the effort suffered in some degree because of the staff turnover referred to elsewhere in this report.

For the first six months of the year while the major reorganization of the DD/P area was taking place, covert branch efforts were devoted almost entirely to keeping pace with shifts and changes. Since thousands of positions were involved with heavy pressure for completion of review, a procedural device was adopted on problem or disputed grades. These positions were given grade ranges with recruitment possible only against the lowest grade of the range, until such time as individual review could be made. Thus flagged, the Table of Organization was approved and the operating office not delayed in its staffing activities. A case load of 600 positions resulted from this procedure which was not completed until January. This same technique was used later by the Overt branch on the occasion of reorganization of the Procurement and Supply Office.

2. TABLE OF ORGANIZATION (Continued)

The 30-25 form and procedure as introduced by this division for making T/O changes appears to be working smoothly. Quarterly machine listings of T/O's were introduced in October, giving a situation report which has made a marked improvement in Agency-wide position statistics in relation to a given date. The full time services of one clerk have been required to maintain the T/O control register, post changes, maintain records and supply information.

STATISTICS

Number of Tables of
Organization Requests *

Positions Involved

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*NOTE: These requests range from minimum changes to complete reorganizations involving thousands of positions, such as DD/P.

3. HIGHLIGHTS OF SURVEY ACTIVITY

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The extension of survey activity to overseas installations took place during the year, and studies of the [REDACTED] were completed. Due to the analytical approach to the alignment of duties and responsibilities, the progress of the reorganization of these missions was facilitated and the reassignment of personnel more readily accomplished. Occupational information on field positions, previously difficult to obtain due to physical inaccessibility, security and other administrative reasons, was also obtained and is daily proving of value in position standards and other personnel administration activities.

An important technical development in position survey activity was the adoption of an integrated approach to position analysis by which all data about the position, including qualification requirements data was obtained by the classification analyst. Representing a greater depth of coverage, this technique appears well suited to the needs of Agency for complete occupational information of the type widely used in industry and the Armed Forces. Its introduction has met with approval not only in the Personnel Office, but also among the operating officials, and particularly among the career and administrative management officials in the operating offices.

It is to be noted that despite the constant reorganization situation prevailing in the DD/P area, one major survey was carried through to completion with two other surveys nearing completion. The increased survey activity in the DD/I and DD/A areas is also reflected in the attached summary.

SURVEYS COMPLETED - FISCAL 1953

ORGANIZATION	NO. OF POSI- TIONS ON T/O	NO. OF POSITION DESCRIPTIONS WRITTEN
DEPUTY DIRECTOR (PLANS)		
25X1A [REDACTED] ssion		
[REDACTED] Mission		
Foreign Intelligence Staff		
Record Integration Division		
DEPUTY DIRECTOR (INTELLIGENCE)		
STATSPEC Office of Operations		
[REDACTED]		
Office of Scientific Intelligence		
Medicine Division		
Biology Division		
Office of Research and Reports		
Geographical Research		
Office of the Chief		
Cartography Division		
Map Library Division		
Geography Division		
Economic Research		
Techniques and Methods Division		
DEPUTY DIRECTOR (ADMINISTRATION)		
Personnel Office		
Personnel Division (Covert)		
Placement Branch		
Central Processing Branch		
Logistics Office		
25X1A [REDACTED]		
Comptroller's Office		
Finance Division		
Monetary Branch		
Security Office		
Security Division		
Personnel Security Branch		
General Services Office		
Printing and Reproduction Division		
Records Management and Distribution Division		
OFFICE OF TRAINING		
Office of Training (General)		
NATIONAL SECURITY COUNCIL		
TOTALS	22 SURVEYS	

4. POSITION STANDARDS

The year started inauspiciously from the standpoint of the position standards program, with the program temporarily suspended due to pressure of more immediate tasks such as the DD/P reorganization and the foreign field surveys. By the second quarter it was possible to assign one senior staff member to this program to make a beginning and to lay out the line of approach. It was soon determined that standards information must be gathered in a systematically organized form with greater breadth and depth of coverage than normally involved in classification purposes alone. Therefore, a standard position analysis format was developed and placed in effect by January 1 for all position descriptions written by this division. In the meantime, using position data on hand, several standards were prepared in draft form. These were not issued due to developments in the field of qualification requirements. In the final quarter of the year a special committee was named by the Personnel Director to study and make recommendations on qualification requirements for Agency positions. As a result of the recommendations of this committee, this division was assigned responsibility for qualifications requirement development as a part of its responsibility for position standards. Recommendations of the committee resulted in some changes in the position standards work completed to date. Procedural regulations were also developed for the authorization and distribution of standards and a list of assigned projects at the close of the fiscal year follows.

While it would be desirable to complete the Agency standards program promptly, the list represents the maximum capacity of this division at present staffing level for at least the first half of the coming year. If it is desired to speed up this schedule, either additional staff would be required or present staff diverted from other activity.

4. POSITION STANDARDS (Continued)

PROJECT TITLE

Courier Series, GS-0301.35
Intelligence Assistant Series, GS-0301.50
Mail & File Clerk Series, GS-0305.05
Telegraphic Typewriter Operator Series, GS-0385.01
Commo. Tech. (Radio) Series, GS-0388.02
Commo. Coding Series, GS-0308.01
Commo. Tech. (Crypto.) Series, GS-1121.05
Intelligence Officer (Documents Analyst) Series, GS-0132.21
Intelligence Officer (Contact Spec.) Series, GS-0132.06
Intelligence Officer (Document Exploiter) Series, GS-0132.06
Information Specialist Series, GS-0010.08
Tab. Equip. Oper. Series, GS-0359.01
Tab. Project Planner Series, GS-0359.03
Time, Leave & Payroll Clerk Series, GS-0541.01
Geographer (Cartography) Series, GS-0150.01
Geographer Series, GS-0150.01
Monitor Series, GS-0301.54
Cartographic Draftsman Series, GS-0816.01

STANDARD JOB DESCRIPTION

Clerk-Stenographer, GS-0312.01-04
Clerk-Typist, GS-0322.01-03

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5. SPECIAL STUDIES AND PROJECTS

In addition to the conventional classification studies, a substantial amount of accomplishment was shown in carrying through the division numerous proposals and studies arising out of Classification, Table of Organization and other staff responsibilities. Staff studies were instituted and carried forward by which Agency policies on projection of duties, training and reassignment pools, and special operating allowances were established or clarified. The Chief, OWD served as chairman of the working group on Hazardous Duty Pay and members of the division played a prominent part in the development and adoption of the staff study by which the Agency, after thorough review of Department of Defense policy in this area, decided to forego this type of pay incentive. While on special detail during the first quarter of the fiscal year, a member of the division spearheaded and carried through to completion, a complete and thorough revision of the Agency's system for qualification coding of applicants and employees education, language, area knowledge and work experience. This involved a complete revision of the occupational coding structure, the addition of a language and area coding structure, design of qualification questionnaire, IBM card design, and development of coding instructions and techniques. Chief, OWD served as Personnel Office representative on the Project Administrative Planning Staff, assisting in the development of administrative plans for twenty-one Agency projects. In the course of this assignment, the framework for Personnel Office participation in such plans was developed and the recent approval of Agency Personnel Policy Regulations gives a more substantial base than has hitherto existed for personnel participation in these plans. As part of the Personnel Office project to develop a manual of Personnel Regulations, material was developed in Classification

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5. SPECIAL STUDIES AND PROJECTS (Continued)

and Wage Program, Tables of Organization, Position Standards, Salary and Wage Determination, Manpower Planning. Intensive review of material prepared by other segments of the Personnel Office was also accomplished.

The work load involved in servicing of National Security Council showed an increase as a result of reorganization plan for that body, supergrade proposals and the annual survey and report required by Section 1310 (d) of the Supplemental Appropriations Act of 1952.

6. STAFF ASSISTANCE TO SUPERGRADE REVIEW BOARD

As a result of Agency adoption of standardized procedures and ceilings on positions at the GS-16 level and above, a considerable work load of staff assistance was placed on the division. Survey of positions at these levels was completed which included statements on distinguishing features, status of the position, external comparisons, internal ranking, conclusions and recommendations for each position. Continuing assistance was given to the Supergrade Review Board on individual actions affecting positions at this level in the form of preparing background material and reports. The Chief, OMD served as secretary of the Board for the final portion of the fiscal year. Staff studies were also prepared as to a desirable ratio of positions at this level to Agency total in which a comprehensive analysis of the executive salary structure of the Federal Government was offered.

STATISTICS

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■ Cases

7. INDIVIDUAL PERSONNEL ACTIONS

The case load of individual actions reviewed during the year was greatly reduced by the adoption of a system whereby personnel actions not involving re-classification of the position or a "flagged" position by-pass this division. A position was "flagged" if it involved an incumbency allocation, a projection of duties, an uncertain series, or other considerations which made individual review advisable. Due to the re-organization of the DD/P area, it was not possible to extend this system to components of that directorate until late in the fiscal year. A general advantage obtained by reduction in the number of cases received by the division was the elimination of one clearance point for individual actions in the Personnel Office, thus aiding in the stream-lining of personnel procedures. The particular advantage to the Division was that of transferring staff time previously devoted to the review of individual actions to longer range functions of survey and standards activities.

STATISTICS

Individual Cases Processed (Includes appointment, transfer, promotion actions)

4623

8. SALARY AND WAGE ADMINISTRATION

While the Placement Branches assumed responsibility for salary determination during the past year, this division was retained as reference on problem and marginal cases, and furnished consultation on numerous individual cases. A study was issued on creditable service for retention of salary rate previously earned by appointees in legislative and judicial departments of the government, and in quasi-Federal Agencies. The new Wage Board Evaluation Plan for Supervisory Personnel was put into effect. Typical of the problems encountered in Hourly Wage Schedule were those concerned with the compensation of employees entitled to one pay schedule by CIA practice, but working [REDACTED]

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[REDACTED]
on a different schedule. Difficulties were encountered in connection with the numerous hourly pay schedules in effect in the Agency and the problem of keeping them in alignment is a continuing one. Establishment of a Night Differential policy for hourly wage positions consistent with practices in the trade and locality concerned was effected. It was also possible by using newly appointed position classifiers awaiting clearance to complete several studies on professional and engineering salaries paid by industry and the universities.

9. STAFFING PROBLEMS

The division began and closed the year with a Table of Organization of twenty-nine positions, of which twenty-one were professional positions and eight clerical. The on-board strength went through several phases. For the first six months there were losses sustained which were not replaced until late in the year. An analysis of the personnel strength of the division shows that there were thirteen (13) fully qualified analysts on board at the beginning of the fiscal year, the balance being made up of trainees and clerical. Six analysts were lost to the division by reason of transfer and one by resignation, for whom replacements had to be secured with attendant loss of time and efficiency in their procurement and training. With a clerical allowance of eight, the record shows that seven clerks were transferred or reassigned during the year. From these figures it can be seen that every position in the division has been reshuffled at least once during the year, and the training and morale problem which this imposed on the balance of the staff was a considerable one. In addition, this division had to furnish one senior employee for the Regulations Task Force, one for the Qualification Coding Program, one for the Working Group on Qualification Requirements, one for the Committee on Hazardous Duty Pay, for periods ranging from one to three months. Thus the strength that could be brought to bear on the day-to-day working operating load was stretched thin. This is reflected in the relatively low percentage of positions covered by survey, which has been less than twenty per cent of the Agency total, and the inability to document the Tables of Organization with position descriptions on a major scale.

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9. STAFFING PROBLEMS (Continued)

By the close of the fiscal year the staff had been rebuilt to authorized strength with an overage of six personnel assigned to the Interim Assignment Branch. Since there has been no increase in authorization for this division for two years despite the increase in the size of the Agency and the functions assigned to the division, it is believed that this authorization should be increased at a very minimum by inclusion of the six positions, and preferably by ten positions for a total of [REDACTED]

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In support of this contention the following comparisons are offered:

RATIO METHOD

One method of computing size of classification and wage staff is based on ratio of classifiers to other personnel. This ratio in the classification function varies from one classifier to one thousand personnel to one to two hundred and fifty. The variable factors in this method are based on; (a) stability of the organization, (b) level and difficulty of positions which must be classified, (c) the occupational range present, (d) dispersion of activities, and (e) presence of standards, guides and precedents. It is believed that under this formula an Agency ratio of [REDACTED] classifier to [REDACTED] positions is a reasonable one, in view of the professional nature of the Agency's mission, and the many supporting services not within the purview of the conventional classification and wage activity. This compares with a figure of three hundred and seventy five departmental civilian personnel to one classifier prevailing in the Navy Department, exclusive of clerical personnel, and would provide for a staff of [REDACTED] classifiers and [REDACTED] clerical or a total of [REDACTED]

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9. STAFFING PROBLEMS (Continued)

It is also pointed out that the first agency listed, namely the TVA is a regional and industrial type of operation not having the occupational range or the global mission of the CIA.

AGENCY	NUMBER OF EMPLOYEES	PERCENT OF TOTAL PERSONNEL	CLASS. COST PER CAPITA AS OF DATE OF STUDY	ADJUSTED TO '53 SALARY SCHEDULE
T.V.A.	5,625	18.8	\$13.80	\$16.56
A.E.C.	3,815	20.9	17.79	21.34
R.F.C.	7,183	46.2	36.79	44.14
STATE DEPT.	*6,773	16.4	24.64	29.56

*Excludes Foreign Service

In comparison, the classification and wage effort in CIA shows a classification cost [REDACTED] As proposed in this report, the increase proposed would result in a cost per employee of [REDACTED]

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25X9

CONCLUSIONS

While the present on-duty strength of the division is nominally at full level, it is interesting to note that, as of this writing, four new appointees are attending Basic Intelligence Course for six weeks, two have just returned from this course, and two others are attending the next session. Illustrative of the fact that the division is rarely able to bring its normal strength to bear on its own operating work-load, the conclusion follows that some staffing provision should be made for these and other contingencies. In addition, if trained classifiers are to continue to be re-assigned, there is need to keep an incoming flow of trainees. In light of these considerations,

9. STAFFING PROBLEMS (Continued)

and of the comparisons presented, and in view of the substantial additions to the basic mission of the division which have been made in the past years such as the qualification requirements program, and the table of organization responsibilities, it would appear that the staffing requirement proposed is a modest one, and represents the minimum at which the division could be reasonably expected to perform the tasks demanded of it.

10. FY 1954 OBJECTIVES

The striking of a proper balance between the various programs, while developing staff competence to span these assignments, is the major objective of the division for the coming year. With respect to Table of Organization and individual case processing, it is hoped that stabilization of the rate of reorganization will permit a reduction in the amount of effort now going into this phase of the work. Time thus gained will be devoted to documentation of Tables of Organization by position analysis either on a survey or a spot basis so that a higher percentage, of the order of fifty per cent, of Agency positions can be currently documented during the year. The position standards program, including qualifications requirement development, will be emphasized with the goal of mounting and carrying through to completion approximately twenty-five standards projects. Included in this endeavor will be a revision of the occupational coding structure as to series and classes, need for which has been made evident by the various staff studies on the subject made during the year. In the event that the classification of military positions is added to the responsibilities of the division, some adjustment in objectives will be required. Extension of the advisory function on major project salary and wage plans will also be undertaken; and, while considerable progress has been made in the development of internal classification guides and in the orientation of the classifiers with respect to more intensive analysis techniques and methods, emphasis will continue on this phase of the activity so that the classification plan and its administration will be conducted in accordance with the highest technical standards.

N O T E

The attached materials include the written instructions, including training outlines, furnished to field recruiters. The Personnel Procurement Division has arrived at its present state of operation, from the standpoint of instructional policy, through a long process of evaluation, and the control of such verbal instructions as are given to the field varies not only from day to day, in response to changing Agency conditions, but also from one recruiter to another. Therefore, a supplemental text of verbal instructions has been an impossible accomplishment.

The material supplied includes certain memoranda directed specifically to "specialized" recruiters who deal with professional and technical personnel. This same type of material is also provided clerical recruiters on a less formal basis.

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Office Memorandum • UNITED STATES GOVERNMENT

TO : Personnel Director

DATE: 24 July 1953

FROM : Chief, Personnel Procurement Division

SUBJECT: Report on Personnel Procurement Division for Inspector-General

1. Pursuant to various instructions received from your office and the Research and Planning Staff on 22 July, I am forwarding the information requested, covering the following topics:

- (a) The Functions and Structure of the Personnel Procurement Division.
- (b) Division Strength Figures as of 27 July, 1953.
- (c) Accomplishment Record of Personnel Procurement Division for FY 53 (including statistics).
- (d) Copies of All Instructional and Informational Material Used in Training Recruitment Personnel and in Communicating with Recruitment Officers in the Field. (Divided into Specialized and Clerical categories)
- (e) Copies of All Forms Seen By, Signed, or Given to Applicants.
- (f) Annual Correspondence Report for FY 53, and Sample Letters.

2. In addition, I was requested to supply a summary of "all verbal instructions given recruiters, either while in training or while serving in the field." I am sure you realize that our reasons for not complying with this part of the requested survey are connected with the impossibility of accomplishing such a task. We have arrived at our present state of operation, from the standpoint of instructional policy, through a long process of evolution, and the content of such verbal instructions as we give to the field varies not only from day to day, in response to changing Agency conditions, but also from one recruiter to another. Therefore, I trust you will understand why we have failed to comply with this portion of the request.

3. In the course of compiling this survey, each affected branch submitted their individual, separately tabbed reports to me, which I herewith transmit to you with such additional comment as is required from this office. Knowing

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that the report was to be subject to further modification and concentration in your office, I have purposely presented it in the loose form dictated by the request I made of the branches to submit separate branch reports to me for transmission under covering memorandum to you:

THE FUNCTIONS AND STRUCTURE OF THE PERSONNEL PROCUREMENT DIVISION (as organized effective 2 September 1952) see PPD TAB "A"

A. The Personnel Procurement Division is responsible for planning, coordinating and directing programs for developing, locating and exploiting sources of personnel to keep the Agency adequately staffed. It maintains effective relationships with other components of the Personnel Office and with operating officials in order to be continually informed of current and anticipated personnel requirements, overt and covert, staff and contractual, the latter wherever appropriate. The division seeks to insure effective interviewing of applicants calling locally; reviews and screens all applications to determine the most appropriate referral, and maintains files on persons applying for employment to the Agency. In addition, the division undertakes to maintain good relations with the public in general and with applicants in particular, through the preparation of informational correspondence relating to employment of individuals in CIA. The headquarters of the division seeks to provide proper operational support to its several components located in

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1. Clerical Recruitment Branch, [REDACTED] Chief

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CRB plans and directs programs of field recruitment operations for the procurement of clerical personnel; maintains adequate liaison with supply sources, such as schools, universities, United States and state employment services, and the U. S. Civil Service Commission. The branch reviews and screens both mail applications and those forwarded from its field representatives of clerical type personnel, and recommends for employment those possessing qualifications and skills in demand by CIA, as determined by appropriate qualifications testing.

2. Departmental Recruitment Branch, [REDACTED] Chief

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DRB provides interviewing service for all applicants calling personally, in addition to properly handling the screening of applicants referred to it by operating officials, members of Congress and officials of the Government in other Agencies. It reviews and screens the applications so received and recommends those possessing qualifications and skills in demand by operating components of CIA.

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3. Specialized Recruitment Branch,

Chief
Assistant Chief

SRB plans and directs programs of field recruitment operations for the procurement of executive, administrative, professional and technical personnel, overt and covert, staff and contractual (where appropriate). It maintains liaison with supply sources, such as schools, universities, trade and professional associations, foundations, institutes and high-level consultants. Further, it reviews and screens mail applications and those forwarded from its field representatives of specialized type personnel, and recommends those possessing qualifications in demand by operating officials of CIA.

4. Service and Control Branch,

Chief

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S&CB provides all services and statistical control functions for the division, including the routing of files on qualified applicants, the coding for Machine Records of rejected applicants who possess qualifications and skills which may be of possible future use, the maintenance of files on applicants for whom complete papers have not been received, and the maintenance of files on applicants who have been considered and rejected for employment, or who have declined appointments. It provides internal mail services to portions of the Personnel Office, furnishes correspondence service to PPD, PD(C), and PD(O) on applicants under consideration for employment, maintains a current inventory of requisitions for Agency personnel and operates a system of requisition briefs for transmission to field recruitment officers, and maintains an index of leads and sources to personnel.

Chief

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receives requisitions for personnel submitted by operating officials through placement officers, codes requisition according to Specialization Code, and prepares a brief of the requisition for duplicating. These are then distributed within the division, departmentally and to the field, as are cancellation of requisition notices, prepared on advices received from placement officers. The section receives, screens and routes files of recommended applicants to the appropriate Personnel Division for consideration by placement officers and operating officials. It determines the type of reject letter to be sent to applicants who have failed of selection; codes files of those applicants who have been rejected but who possess qualifications and skills of future possible use to CIA.

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Chief

receives all mail addressed to Personnel Procurement Division and routes it to the appropriate office for action; establishes new applicant files, maintains a current record of their whereabouts, and maintains files of rejected applicants or those who have declined appointment. The section

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Chief

25X1A [redacted] operates and maintains an extensive Lead/Source Index, listing all established and security validated leads and sources for the procurement of personnel.

PERSONNEL STRENGTH FIGURES, AS OF 27 JULY, 1953

A. Division strength figures, as of the above date, are as follows:

- 25X9
- (a) Approved T/O strength: [redacted] positions 25X9
 - (b) Approved ceiling strength: [redacted] positions 25X9
 - (c) Actual "on board" strength, as of 27 July, 1953: [redacted]
(includes [redacted] staff recruitment officers, clerical and specialized, plus 3 supervisors, out of [redacted] recruitment officers and supervisors on approved T/O) 25X9
 - (d) In process for division staff positions: 4
 - (e) Contract recruitment officers on board: 4, (includes 1 part-time)
 - (f) Consultants to PPD on personnel matters: 5
 - (g) University Consultants (contacts for JOT Program): 26
University Liaison and Recruitment Officer: 1
(N.B. - above positions under CIA Project TRN/ADP 92-52, "Establishment of Career Corps")

PERFORMANCE RECORD FOR FISCAL YEAR 1953 (Summary) (see PPD TAB "B" for statistics)

Although the personnel needs of the Agency underwent a variety of fluctuations during FY 53, the net result of which produced a lesser need at the end of the year than existed at the beginning, the qualitative standards for employment in all categories became necessarily more stringent. 25X9

During this turbulent year, the Personnel Procurement Division, with [redacted] placements to its credit, accounted for [redacted] placements within the

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Agency. This was accomplished with a recruitment staff that was 11% smaller on 30 June, 1953 than it had been on 1 July, 1952, and which was actually 34% smaller than its peak strength, reached on 1 February, 1952 at the time of the first Agency personnel freeze, ordered by the then DCI. To carry this further, the 1 July, 1953 strength of the division is 40% less than the peak planned strength of mid-fiscal year 1952, when it was to have a total of [redacted] recruitment officers serving the needs of the Agency.

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Fiscal year 1953 saw a gradual increase in the loss percentage occurring between placement and date of entry on duty, with the cumulative figure for this period rising to 38%. A portion of this loss normally occurs after clearance by Security, and comes in the form of declination of appointment by the applicant. This year's figures show that at the present rate, Agency-wide and irrespective of occupational category, 7 new cases must be handled by this division in order to effect 1 placement, and approximately 10 new cases must be handled to insure 1 EOD. Thus, to speculate further, it appears that taking all factors into consideration - the attractiveness of employment in CIA as represented by the number of new cases developed in FY 53, losses occurring in the selection and security processes and declinations by the applicant, at the present rate better [redacted] Thus, even attrition recruitment presents a problem in personnel logistics.

25X9

The critical clerical procurement problem became even more so during 1953, requiring the adoption of emergency measures in order to assure an even flow of qualified clerical personnel to the Agency. Not only did the clerical recruitment staff increase from 8 to 11 staff recruiters in this time, but it was further augmented during the last half of the fiscal year by a detail of 10 specialized recruitment officers who turned their efforts almost wholly to clerical recruitment. Area coverage for clerical recruitment at the close of FY 53 was thus greater than at any time in the history of the division, stretching [redacted]

25X1A

Clerical recruitment beyond the Mississippi River continues to be unproductive because of the distance involved. Steps were taken to provide clerical applicants with explicit information regarding their possible utilization within the Agency, and this has proven extremely valuable in heading off individuals who previously may have labored under misapprehensions about the immediacy of their overseas assignment and whether or not such an assignment was necessarily inherent in their job.

The institution of the applicant information sheet in FY 53 served to clarify for the applicant many questions which hitherto have not been readily answerable

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25X1A by the recruitment officer in the field; namely, those connected with the security phases of applicant processing. Also improved during FY 53 were this division's reporting procedures from the field, through the design of new and more inclusive interview report forms, the institution of closer supervisory control with the field by the adoption of a weekly field activity report, the adoption of new Lead/Source report forms and prospect referral forms.

During FY 53, the orderly process of transferring recruitment officers to other components of the Agency, at the expiration of their desire to serve in this strangely demanding business, continued. In this period, 11 recruiters transferred to various operating areas, while there were 3 resignations and a total of 15 new recruiter EODs. Thus, a constant training program was carried on side-by-side with the regular business of the division.

25X1A Contract recruitment for various projects, functional divisions and proprietaries continued to absorb a great deal of the division's efforts without being proportionately reflected in available statistical performance figures. Prominent among those for whom recruitment was undertaken, either on an

and Office of the Comptroller. The gradual increase of this type of recruitment in the face of a general decline in the number of requisitions for staff employees can be expected to continue unabated as long as existing or contemplated personnel ceilings do not include limitations on contract personnel.

At the close of FY 53, the division had seen significant progress in the activation of the so-called "Consultant-Contact" phases of the Junior Officer Training Program, with the number of colleges and universities contacted and supplying candidates standing at 50. Clearances were obtained on 26 such high-level consultants, of whom a minority have thus far been indoctrinated, the delay being due primarily to the difficulty of scheduling them for visits to Washington.

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Overseas recruitment for JOT candidates among the ranks of Fulbright, Rhodes and International Rotary Scholars was conducted in the last quarter of FY 53 by the Chief, Personnel Procurement, with results which, while not immediately visible, point in the direction of the most successful such expedition in the three years it has been going on. Coverage for this trip was extended to include not only [REDACTED] as well.

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All existing form letters, normally used in the [REDACTED] in communicating with applicants, were completely rewritten and their possible utility expanded, with a view toward personalizing them to such an extent that their form and content would as closely resemble originally composed letters as possible. (See annual Correspondence Report and Sample Letters, PPD TAB "F".) The facilities of the Source Index Section, established during FY 52, were vigorously expanded, and a semi-annual audit of all existing Lead/Sources was instituted through the medium of comprehensive reports from field recruiters at these times.

25X1A

INSTRUCTIONAL AND INFORMATIONAL MATERIAL USED IN THE TRAINING OF RECRUITMENT OFFICERS, AND IN COMMUNICATING WITH THE FIELD.
See PPD TABS "C" and "D".

A. Any compilation of the above material in its entirety, such as was requested in this survey, presents a problem of proper organization, and, because of the fact that the division has two duplicate functions, clerical and specialized recruitment, there is the matter of duplication of certain information.

Accordingly, I have requested that Specialized Recruitment Branch be responsible for submitting the bulk of the material covering recruiter training and also a complete presentation of the PPD Memos, which latter method serves the dual purpose of being used in training and also in communicating regulatory instructions to the field for all recruiters. Thus, the PPD Memos serve to establish division procedure as the basis for recruitment policy; they also allow us to interpret for the field decisions made at levels above this division, either within the Personnel Office or outside in the functional areas of the Agency. These memos enable us to guarantee uniformity of performance in the field, enable us to control the facts and information communicated to the public, and give us a necessary amount of control over the activities of our recruitment officers.

As you will see in his covering memorandum of 23 July, the Chief, Specialized Recruitment Branch, has indicated the other material to which the division has access in training and communication, but which for obvious reasons cannot be included in this survey. Since its staff is somewhat smaller, and since its problem is limited functionally to the procurement of one type of individual, the Clerical Recruitment Branch has a more informal method of communicating with

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its personnel in the field. Chief, Clerical Recruitment Branch has supplied several examples of the types of contact he maintains with his staff, in the form of Weekly Activity Reports from headquarters (the same report which becomes a part of the Personnel Office Activity Report each week). This report enables each man to measure his weekly performance against that of his fellows. Also included are examples of the informal instructional memoranda to individual recruiters and "memoranda of common concern" as [REDACTED] calls them. 25X1A

SAMPLE FORMS SEEN BY, SIGNED OR GIVEN TO APPLICANTS. See PPD TAB "E".

A. All forms which fit the category developed above are submitted separately in a folder prepared by the Chief, Services and Control Branch. Certain of these, such as the covert secrecy agreement, and the employment information sheet, were developed within this division.

ANNUAL CORRESPONDENCE REPORT AND SAMPLE LETTERS. See PPD TAB "F".

A. You will note on the first page of the volume containing sample letters in use in communicating with applicants, that the Chief, Services and Control Branch, has appended the annual correspondence report for that activity, indicating that nearly 30,000 letters originated within the [REDACTED] during FY 53. In addition, normal procedure requires up to 100 letters per week from the Office of the Chief, PPD, most of these being referrals from what we have come to call in this context "the front office," meaning from higher authority within or without the Personnel Office. I also reply to any inquiry or case which demands an involved answer or a special touch by virtue of extra-Agency connections. All of these letters have been rewritten within the past fiscal year, to insure that our correspondence effort reflects the greatest thought consistent with the magnitude of the problem. We have felt that the form letter can never be eliminated, but there was room for vast improvement, which we have endeavored to effect. 25X1A

PPD/JAC, JR:vp (24 July 1953)

Distribution:

Orig. & 1 - Personnel Director
1 - chrono file, PPD

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Office Memorandum • UNITED STATES GOVERNMENT

TO : Chief, Personnel Procurement Division

DATE: 22 July 1953

FROM : Chief, Clerical Recruitment Branch, PPD

SUBJECT: Sample Memoranda and Correspondence

1. In accordance with your request, please find sample memoranda and correspondence, of an informational and instructional nature, directed to our recruiters, applicants and lead/sources. A sample breakdown, together with explanatory notes, follows:

- A. Weekly Activity Report. This weekly summary report of Branch activities, originated to keep the Personnel Director informed, is mailed to all recruiters for the same purpose. This also aids in circulating information on the various recruitment methods currently in use and stimulates new ideas for developing additional lead/sources. See Tab A.
- B. CRB Correspondence to Applicants. It is often necessary to write applicants who, because of special information and/or "sensitive" referrals, require attention that cannot be given through normal correspondence channels. See Tabs B and C.
- C. Memoranda for Recruiters - Telephone and Mail.
 - (1.) It is customary for our field recruiters to call Washington on the average once a week to give and receive information pertaining to their recruitment activities. Informal miscellaneous informational and instructional memoranda are constantly being added to individual telephone files to be relayed to our field men. Where necessary, confirmation memos are mailed out. See Tab D.
 - (2.) Occasionally, it is necessary to give emphasis to instructions and regulations directed to CRB for compliance; hence, a memo outlining the most important information is repeated for the information. See Tab E.
 - (3.) When it comes up which pertain to all recruiters, we come out with identical memos to the field asking for our common concern. See Tab F.

2. This information is respectfully submitted per your request.

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Office Memorandum • UNITED STATES GOVERNMENT

TO : Chief, PPD

DATE: 17 July 1953

FROM : Chief, CRB

SUBJECT: Weekly Activity Report, 10 - 16 July Inclusive

Accomplishments

1 Cases Processed.

General clerical, clerk-typists, clerk-stenos	51
General Services	2

Total files to Placement 53

Files rejected in CRB

Additional files reviewed and action taken by CRB

Total number files reviewed and action taken: 25X1A

2. Emergency Clerical Recruitment Plan. Loan recruiters mailed in: (C)

Recommends, this week - 9 Total Recommends to date -

Rejects, this week - 22 Total Rejects to date - 25X1A

3. Government Reduction-in-Force Program. The Government picture remains unchanged - vacillation and indecision make up Washington's "modus operandi" as budgets teeter. Our recruiters are realizing few concrete results from RIF sources; however, we will continue to maintain liaison with other government agencies until the program is completed. (C)4. Chicago Mailing Campaign. This project is rapidly coming to an end except for the very vital process of obtaining completed Personal History Statements from the candidates. Our two recruiters concerned - Messrs. [REDACTED] will share 68 Recommends as a result of the total mailing. Although this is a disappointing tally, it is unlikely that results from other sources in their territory would have been better at this time of year. (C) 25X1A**RESTRICTED**

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5. Summer Clerical Sources. Mailing campaigns, newspaper advertising and schools offering short-term secretarial courses, remain the bulwark of recruiting sources during the summer months which are seasonally slow: A. The majority of recruiters are currently using letter projects with varying degrees of success but all agree that this source is as good or better than any other at this time; B. Advertising normally slows down at this time of year and, with the curtailment of overseas copy, results are practically nil; C. Schools now run in third place with the best results coming out of the New England area.

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CRB/JRW:jb

- 1 - Research and Planning
- 1 - Mr. Meloon
- 1 - Mr. [REDACTED]
- 1 - CRB files

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CENTRAL INTELLIGENCE AGENCY
WASHINGTON 25, D. C.

16 July 1953

STATINTL



STATINTL

Your letter of 7 July, addressed to [REDACTED] has been referred to me for reply.

We regret that we cannot give you more encouragement concerning overseas employment possibilities but it is our established policy to hire personnel for Washington, D. C., only. Overseas positions do exist but past experience indicates that these openings normally become available to our employees only after a minimum of two years experience on the job in Washington; no guarantee can be made as to overseas assignments and, in any case, the final decision would rest with responsible individuals in the Washington office whose decisions are based on current existing vacancies and requirements of the moment.

We are enclosing a brochure, "How to Make a Spending Plan," which should prove helpful in answering any questions you might have concerning cost of living and the availability of housing in the Washington area.

In answer to your question as to the approximate salary you might expect, if offered a position, it is only feasible to say at this time that our beginning salaries range from \$2,950 - \$3,410 per annum and more in some cases, depending on individual qualifications as compared with available openings. The minimum acceptable salary noted in your application form will be an important factor in arriving at a decision.

Please advise us of your continued interest in light of the above information, as no further consideration may be given your application until we have such word from you.

We are looking forward to hearing from you in the very near future.

Sincerely yours,

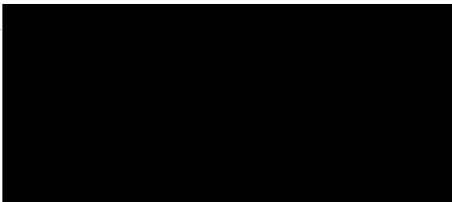
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CENTRAL INTELLIGENCE AGENCY
WASHINGTON 25, D. C.

22 June 1953

STATINTL



I am very sorry for the delay in answering your letter of 5 June but, contrary to my estimate to you of returning to Washington on or about 1 June, it took me until yesterday to get back to my desk.

During my absence, a reorganizational change took place which eliminated the position I discussed with you. Although other employment opportunities have been reviewed in an attempt to effect your placement, no appropriate opening has been located for you at present. However, I do wish to assure you that details of your personal history will be subject to further review as our needs change, and we shall be pleased to get in touch with you again should a suitable vacancy occur in the future.

Thank you very much for your interest in our organization and, if you have any further questions, please feel free to contact us at any time. Again, please accept my apology for this delay and I hope this has not caused you any inconvenience.

Cordially,



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Office Memorandum • UNITED STATES GOVERNMENT

TO [REDACTED]

DATE: 9 March 1953

STATINTL

FROM : Chief, Clerical Recruitment Branch

SUBJECT: Lead/Source - Kingston High School, Kingston, Pennsylvania

1. Chief, PPD received subject referral from an agency employee. It is our understanding that government recruiters have not visited this area recently.

2. Will you please look into this source the next time you visit the Scranton-Wilkes Barre area. Please let us know the results. Thank you.

Best regards,

[REDACTED] STATINTL

CRB/JRW:jb

C O P Y

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Office Memorandum • UNITED STATES GOVERNMENT

STATINTL

TO

DATE: 3 July 1953

FROM : Chief, CRB/PPD

SUBJECT: Placements - first half of 1953

1. Don, you once boasted that you would better your 1952 record of 158 Placements within the first half of 1953. You came so close we are going to cede the bet.
2. Congratulations! Your score thru June 1953: 154 Placements.

Best Regards,

/s/

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Office Memorandum • UNITED STATES GOVERNMENT**CONFIDENTIAL**

TO : All Recruiters

SECURITY INFORMATION

DATE: 7 July 1953

FROM : Chief, CRB

SUBJECT: Personnel Director's Memorandum No. 50-53, dated 2 July 1953 -
"Follow-up Interviews"

1. Paragraph #2 of subject memorandum applies to clerical recruitment and is reproduced below for your information and compliance.

. . . Recruitment officers and others engaged in personnel procurement or processing who have, or obtain, knowledge, directly or indirectly, of a keen interest in, or a strong desire for, overseas employment on the part of an applicant or a person in the process of entering on duty will be responsible for insuring that such information is or becomes a matter of official record in the applicant's or employee's folder and that such information is taken into consideration in placement actions. Placement officers will adhere to a policy of insuring that such applicants or employees are not slotted against, or assigned to, overt offices or other offices which are not in a position to offer eventual overseas assignment to the individual. This policy shall apply to clerical personnel only. No promises or commitments regarding overseas assignments will be made to applicants by members of the Personnel Office.

2. If you have any questions concerning this memo, please discuss them with me the next time you call Washington.

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CRB/JRW:jb (7 July)

C O P Y

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Office Memorandum • UNITED STATES GOVERNMENT

TO : All Recruiters

DATE: 12 February 1953

FROM : Chief, Clerical Recruitment Branch

SUBJECT: Completed Cases

1. We prefer to receive completed cases from you whenever possible - completed PHS, appendix one, signed employment affidavit, medical form, photographs (may be forwarded at a later date, with no delay in processing), your interview report and test results.

2. The problem of clerical applicants failing to forward forms is a very serious one and we prefer that you tie up a complete case in the field; however, we understand that this is not always possible for the itinerant clerical recruiter. If you do not complete the file in the field, please make certain that your interview reports arrive before the Personal History Statements hit AFS, because this causes confusion in routing the files and, as the recent SRB newsletter pointed out, "the notes must have gotten terribly cold before the IR was written".

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CRB/JRW:jb (13 February)

1 - Chrono

1- CRB and "loan" recruiters

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Office Memorandum • UNITED STATES GOVERNMENT

TO : All Recruiters

DATE: 14 July 1953

FROM : Chief, Clerical Recruitment Branch

SUBJECT: Lateral Government Transfers

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1. [REDACTED] has brought up a question in re lateral transfers which has long needed clarification; i.e. Will CIA pay moving expenses and per diem to employees of other government agencies who desire a transfer to our organization (and who have a Letter of Availability, of course)?"

2. As a sidelight on this question, Art passed on information to us that AGO Hqs. Washington, has been recruiting clerical categories for Washington, EODing in St. Louis, keeping employees there one pay period and then effecting the transfer at government expense.

3. Chief, PPD asked the Personnel Director for an official ruling and his reply was: "In the first place, AGO is sticking its neck out EODing people in St. Louis and then transferring them to Washington in view of recent rulings by the Comptroller General. It may open the door to having the government reclaim per diem and travel from employees thus transferred. We do not want to add our scalp to any already hanging from the door of the Comptroller General. Even the 200 mile provision is now out (NOTE: a former possibility was that we would assume transfer expenses within a radius of 200 miles); if we cannot interest them otherwise, it is our tough luck. Leave benefits, etc. may be transferred, however."

4. This positive stand should prove to be helpful information to you when talking with present government employees - RIFs or just desiring change. If you have any further questions concerning this polemic subject, please discuss them with me when you call Washington.

STATINTL

CRB/PPD:jb

C O P Y

Interim Assignment Branch - Last Six Months of 1953

1. On 24 August 1953, the Interim Assignment Branch was removed from [REDACTED] to Curie Hall. Closer, smoother and more efficient coordination immediately resulted with practically all offices of the Agency in connection with increasing work projects, and particularly with the work of the Personnel Offices; namely, Transactions and Records Branch, Clerical Placement, Testing and Evaluation Branch, Clerical [REDACTED] OTR, etc. In addition, the convenient and frequent shuttle service has been an important timesaving factor. In general, the advantages of the present location of the IAB from a timesaving standpoint alone in carrying out its operations have been tremendous.

2. A total of [REDACTED] new employees entered on duty in the IAB during the above period; [REDACTED] had been fully cleared, and 223 provisionally cleared.

3. Four hundred and ninety two (492) were referred to the Clerical Induction Section, OTR, for an average of two weeks training in the required skills.

4. Three hundred and seventy three (373) work projects were completed, representing 59,043 man hours. The maximum number of projects for any one week was 66, and the minimum 27.

5. Twenty four thousand two hundred and sixty six (24,266) clerical recruitment form letters were prepared for mailing, which included typing the name and address, folding, placing in window envelopes, sealing and forwarding to the mail room in Q Building for postage.

6. On 4 October 1953, a security lecture by [REDACTED] Chief, Interrogation and Research Branch, Security Office, was added to the EOD Orientation conducted every Monday morning in back of J Wing of the IAB by [REDACTED] Chief, Services Branch, Employee Services Division. This innovation was the result of efforts by the IAB to have [REDACTED] give regular talks to new IAB personnel concerning the enigma of the polygraph. Previous to this time, despite all security precautions, Building 13 interviews were discussed indiscreetly among provisionally cleared individuals in the IAB, creating distorted impressions about it. These regular talks to new personnel have considerably cleared up this problem.

Interim Assignment Branch - Plans for First Six Months of 1954

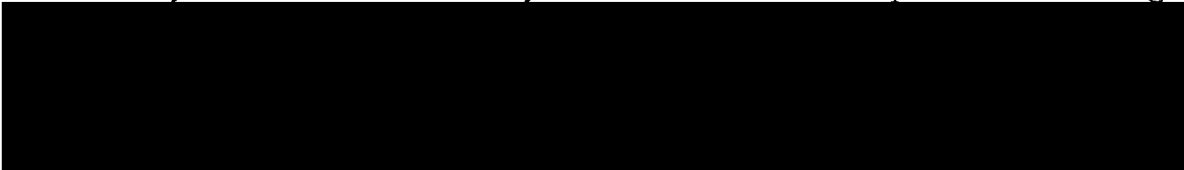
1. It is planned that the IAB will be somewhat smaller in average size than during the previous six months. With the Agency almost on an attrition basis so far as clerical employees are concerned, it is believed a pool of 100 to 125 individuals should meet Agency needs. This lowered clerical requirement for the Agency will, of course, have its effect on the Testing and Evaluation Branch as well as the Clerical Induction and Training Section, OTR.

2. With a smaller Interim Assignment Branch, fewer work projects can be undertaken.

3. Within the next few months it is our aim to create within the IAB a nucleus of fully cleared, fully qualified clericals of all types who will be available for immediate assignment and even detail upon request of any operating office. As the Agency gets on an attrition basis with respect to clerical vacancies, it is not possible for an office to plan ahead what specific jobs may open up at a given time, therefore such a group will be necessary in order that we may give prompt service in filling such openings.

TRANSACTIONS AND RECORDS BRANCH
FISCAL YEAR 1953

I. The Transactions and Records Branch of PD(C) consisting of the Office of the Chief, Transactions Section, Records Section and Special Processing



25X9

- A. Serves as a contact point for covert offices in the interpretation of Civil Service Rules and Regulations, C.I.A. Regulations, Comptroller General decision, etc. In addition, on a continuing basis reviews existing procedures for work simplification, preventing duplication and overlapping of functions, clarify or eliminate existing work practices and procedures to assure a smoother and more efficient operation in the Transactions and Records Branch and the offices serviced by PD(C). Render technical advice and assistance to operating offices on aspects relating to personnel action processing, etc.
- B. Processing of all appointments and subsequent personnel actions of staff employees, staff agents and consultants.
- C. Maintenance of official personnel folders. Maintenance of an organizational position control which reflects vacancies and incumbents by daily posting and records to carry out the Personnel Evaluation Program.
- D. Complete processing of staff agents including contacts with staff agent applicants, appointing of staff agents, processing of all subsequent actions, and the maintenance of separate records of all staff agents.
- E. Maintain a pseudonym record of covert employees.
- F. Prepare a regular and special statistical reports as required.

II. Functions of Each Section - Transactions and Records Branch

- A. Office of the Chief.
Responsible for the supervision of employees within the branch in carrying out the responsibility of processing staff employees, staff agents and consultants and the maintenance of all official personnel records required for an efficient personnel operation; advises Chief PD(C), Branch Chiefs of PD(C) and operating officials in the application of Civil Service rules and regulations, C.I.A. regulations, instructions, notices, etc., Comptroller General decision, etc. Prepare regular and special statistical reports as may be required; maintains a pseudonym record of covert employees; establishes internal procedures for the branch; recommends and reviews other procedures and instructions to insure a more efficient personnel operation; conducts a work simplification program within the branch; etc.

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B.

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The processing of an applicant entails the review of the forms submitted by the applicant for completeness; initiation of security; monthly letter to applicant informing him of the progress of his application; answering numerous inquiries in connection with transportation, housing, conditions of employment, etc. Maintain liaison with operating office officials of the status of the applicant; coordinates entry on duty dates; schedules medical examinations; security interviews; additional interviews with Placement Officer; assists and instructs employees entering on duty in completing the required appointment forms, etc; and finally sending employee to the operating office to which they are assigned.

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Process all personnel actions involving promotions, reassignments, separations, changes to lower grade, transfer of funds, periodic step increases, etc. Upon final approval distributes copies of various personnel actions, etc.

C.

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Maintains a current record of all authorized positions serviced by PD(C); verifies existence of positions prior to initiations of recruitment requests and personnel actions; maintains suspense dates for periodic step increases; suspense dates employees are to receive personnel evaluations; provides telephone information of present employees for credit purposes, verification of employment, etc.

25X1A

Maintains the control and custody of active and inactive official personnel folders of covert employees in accordance with established procedures; locates and attaches folders to request for personnel actions; receives and dispatches all mail for PD(C); reviews all incoming correspondence for filing in official personnel folders making a determination as to what material is to be filed in the sealed portion of the folder, etc.

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D.

Completely processes staff agents, involving the developing and maintaining of constant liaison with operating office case officers, applicants and other agency officials; provides personal services and personnel information necessary to enable appropriate individuals

3.

to accomplish their continental or foreign assignments; maintains official personnel folders and records of all staff agents. The records and procedures of this section are continuously being reviewed because of the complexity and individuality of each case inasmuch as staff agents do not enter on duty within the confines of a recognized C.I.A. building.

WORKLOAD STATISTICS FOR FISCAL YEAR 1953

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1.	Personnel Actions - Staff Employees	
	a. Appointments	
	b. Promotions	
	c. True Separations	
	d. Transfer of funds	
	e. All others (reassignments, leave without pay, periodic step increase, etc.)	
	TOTAL	
2.	Personnel Actions - Staff Agents	
	a. Appointments	
	b. All others (promotions, separations, reassignments, periodic step increases, etc.)	
	TOTAL	
3.	Security Initiations	
	a. Staff employees	
	b. Superceding initiations - staff employees (security initiations requiring superceding action because of changing positions, areas, etc. while applicant is in process)	
	c. Staff agents	
	TOTAL	
4.	Telephone Calls	
	a. Incoming	90788
	b. Outgoing	<u>61496</u>
	TOTAL	152284
5.	Incoming Pieces of Mail	157040
6.	Correspondance	
	a. Received	50700
	b. Prepared	9048
	c. Forms, etc. filed	91312
7.	Computation of Service Credit for Leave Purposes (overseas employees only)	900
8.	Number of T.O. Changes Received (Involving one position to complete organizational changes such as complete DDP departmental, Office of Training, Logistics, Security, Communications, etc.)	468
9.	Custody and Maintenance of Official Folders	
	a. Active	
	b. Inactive	
	TOTAL	
10.	Special Reports	49
11.	EOD Travel Orders Prepared	150

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12. Declinations and Applicant Cancellations
13. Number of Personnel Folders Pulled
 - a. Personnel actions
 - b. Operating Officials
 - c. Telephone, written and other inquiries
14. Number of Active Folders Converted in Accordance With PDM 32-52
15. Special Messenger Trips
16. Overseas Pouches Prepared for New Appointees
17. Request for Personnel Folders from Other Agencies
18. Number of OF 4b's Prepared for Operating Offices
19. Number of Cables Received in Pseudonym and Inserting True Names Before Release to Other Offices of PD(C)
20. Number of Pseudonym Cards Prepared
21. Number of Pseudonym Cards Maintained. In addition to Pseudonym Cards Prepared and Maintained, a True Name Card is Also Prepared and Maintained for Cross Reference Purposes. This Count is not Included Above. (As pseudonyms are cancelled both true and pseudo cards are destroyed.)
22. Number of Position Identification Strips Prepared Resulting from T. O. Changes (SF 7D)
23. Personnel Folders Flagged for Employees who have been Assessed and the Assessment Reports Returned to Office of Training.
24. Established New Permanent Folders for Staff Agents
25. Established New Service Records of Staff Agents by use of Service Record Card OF 4b.
26. Posted Completed Personnel Actions to Service Record Cards
27. Posted Complete T. O. Changes from Combined Personnel Action Form in Addition to Above.
28. Letters from Other Government Agencies, Industries, Individuals etc. Requesting Verification of Employment, etc.
29. Reviewed and Flagged Personnel Folders of Employees who are Draft Deferred and/or Have Permission to Leave the Country

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QUALIFICATIONS STANDARDS PROGRAM

Qualifications standards are statements of the minimum and desirable requirements in terms of education, experience, skills and abilities needed to perform a particular job or class of jobs.

The Civil Service Commission has established qualifications standards for most positions in the Federal Service. These standards have been developed on pretty much of a consensus basis after consultation with representative departments and are raised and lowered as the demand and availability factors change. In CIA positions which are similar to general positions such as clerk, secretary, etc., the Commission's standards have been used as guide lines in reviewing the qualifications of personnel. In many instances, however, CIA positions are not comparable in that similar duties are not performed in other agencies at all or are not performed in the same combinations as in CIA.

During the years of rapid expansion, greatest reliance has been placed on the opinion of the operating official that a certain candidate would be able to perform well in a given job. Various kinds of background have been accepted by different officials for similar jobs. In some cases, such educated guesses as to what a job requires have been fairly accurate but the usual case has been mostly trial and error.

The lack of information as to what skills, abilities, and knowledge are required has seriously hampered our recruitment effort by making it difficult, if not impossible, to screen except on gross factors. The same deficiency has affected installation of a workable program of in-service placement as well.

Qualifications information is sorely needed in the development of a career service program as a selective device and a guide to training and rotation requirements.

Practice for the past several months has been to expand job requirements information as provided on recruitment requisitions in order to obtain better data for specific positions to be filled. This is helpful in meeting the immediate needs of recruiters but makes little contribution to the over-all problem.

The current plan encompasses all Agency positions and will result in the establishment of statements of minimum and desirable qualifications as determined by the experience of supervisors in working with people of various backgrounds in similar positions. "Qualifications" is considered to include educational requirements, types of work experience pertinent to the CIA position, special skills and abilities,

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and important personality characteristics. (The development of physical requirements standards is the responsibility of the Medical Office.)

This program is now being initiated in the Communications Office. Surveys of OGI and OCI will begin in the near future. Samples of the questionnaire used as a guide in obtaining information from supervisors and the worksheet which becomes a raw source of qualifications information are attached.

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QUALIFICATIONS CODING PROGRAM

The qualifications coding program is concerned with the recording of qualifications possessed by particular individuals as opposed to the previously mentioned qualifications standards program which is concerned with the qualifications required to perform a particular job.

Qualifications information in readily accessible form is needed to identify candidates for openings on the basis of general qualifications and to spot individuals possessing specific skills. Analysis of the qualifications possessed by on-duty personnel is helpful in reviewing the Agency staff qualitatively and in directing attention to the types of background most effective in Agency positions.

The coding of qualifications information for both applicants and on-duty personnel had been undertaken several years ago. However, experience has shown that the structure adopted was not sufficiently comprehensive to meet the requirements of the Agency and the present program amounts to the development and installation of an entirely new system which will utilize IBM records.

The code structure--including occupational, military, skills, geographic, etc. codes--has been completed. The questionnaire to be utilized in obtaining current and detailed records for on-duty personnel has been completed and is now in use on a trial basis in OSI and OHR. These questionnaires will be coded and incorporated in the machine records. A sample of this questionnaire is attached. The same information, except for obviously inappropriate items, will be coded from applicant files.

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PLACEMENT FOLLOW-UP PROGRAM

Placement follow-up is the planned pattern of inquiry used by the Placement Officer to insure effective placement as well as proper utilization of personnel through interviews with the individual and his supervisor.

Placement follow-ups take the form of interviews within 90 days after an individual has assumed the responsibilities of a new job.

The responsibility of the Placement Officer does not cease with referral to and initial selection of obviously qualified candidates. He constantly must be in touch with the supervisors to serve them on their placement problems and to plan ahead so that he may anticipate and head off problems before they arise.

During the years of rapid expansion there have been no organized contacts between the Placement Officer and the first line operating supervisors. Often the Administrative Officer of the Office handled all of the personnel matters with the Placement Officer and the latter individual found out about placement matters only when it had reached a problem stage.

Through the use of placement follow-up interviews with the individual as well as his operating supervisor the Placement Officer has an opportunity to do two things. First, he can accomplish the primary purpose of insuring effective initial as well as in-service placements. Second, it offers the Placement Officer an opportunity to see and work with the operating supervisors on their placement problems which result in closer cooperation and better understanding between the two.

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CLASSIFICATION STANDARDS PROGRAM

Classification standards are statements of the elements in groups of jobs which describe the types of duties performed and identify the factors of difficulty and responsibility which are used to determine the pay rate.

Central Intelligence Agency is specifically exempted from the Classification Act of 1949 which provides the plan for position classification and rates of compensation for most Federal agencies. As in the case of Qualifications Standards, the specifications established by the Commission for comparable positions are applied to CIA positions. In other cases, however, and particularly in the case of "intelligence" positions, it is necessary to develop within the Agency standards for classifying positions.

A sound program of position classification embodying accurate position descriptions is one of the basic tools of management. It serves the needs of career service in pointing out lines of progression, areas of rotation, training needs, etc. and other aspects of the total personnel program by laying a foundation for establishing qualifications requirements and selection criteria, and by providing a basis for equitable salary administration.

The current program for developing classification standards contemplates review and analysis of all Agency positions. The program is underway with surveys completed in Commo and OCI and now in progress in Finance Division. The classification standards program is a part of the total program for obtaining in one document all the information needed about a job to serve the needs of career service, recruitment, placement, testing, salary administration, and training. A sample of the outline to be followed in this document is attached.

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CAREER SERVICE PROGRAM

Since copies of the full report of the Career Service Committee have already been forwarded, this program is not summarized here. However, some comment is needed as to the role of the Personnel Office in activating the program.

The Career Service Staff operates as a staff unit of the Personnel Office in providing secretariat service to the Career Service Committee. In addition to this requirement, Personnel Studies and Procedures Staff of the Personnel Office has the responsibility for developing regulations and procedures for installing and carrying on the various Career Service programs.

An example of this is the development of the Performance Evaluation Plan. Although the question of CIA's position relative to the Performance Rating Act of 1950 is not yet clearly answered, a system for evaluating performance is needed for the total personnel program and particularly for the career service phase of the total program. The Committee developed a general plan which has been approved by the Director. Now it becomes the responsibility of the Personnel Office to develop and install that plan on a working basis to meet the specific needs of career service and of general personnel management as well. Appropriate regulatory and procedural materials are now being prepared by the Personnel Studies and Procedures Staff which is also working on the development of a manual to be used in the training of Agency officials in the use of the evaluation system.

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PERSONNEL REGULATIONS AND PROCEDURES MANUAL

The Personnel Regulations and Procedures Manual will be a handbook of regulatory and procedural material defining the requirements and steps for carrying out various personnel activities.

Most departments and agencies have published regulations and procedures for the administration of personnel activities within the general framework of laws, Civil Service regulations, other basic authorities, and the policies of the particular establishment. The present issuance of personnel regulations as contained in the CIA Manual is not in sufficient detail to be of real use to personnel or operating officials in carrying out the Director's policies in the area of personnel management. Many of the present practices are not uniform and need to be examined in terms of efficiency.

This manual is now in process. The plan is to publish material on a particular subject--such as placement--as rapidly as written. Comments, suggestions, and concurrences of operating officials will be obtained on appropriate topics. Discussions with the O & M Service point toward a completely revised 20 series supported by Procedural Instruction Manual as the final accomplishment.

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HONOR AND INCENTIVE AWARDS PROJECT

Honor awards are granted to give recognition for employee performance, the value of which is not measurable in monetary terms. Incentive awards in the form of cash or step-increases are used to encourage employee participation in management.

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CIA has established an awards program by means of Regulation [REDACTED]. However, the existing program has certain deficiencies, chief of which is its lack of honor awards. Also the various incentive awards need to be more specifically defined and coordinated. The procedural administration of the program should be revised to make for more efficient and speedier processing of awards, and the entire program needs publicity.

25X1A

In conjunction with the Career Benefits Committee a revised draft of CIA Regulation No. [REDACTED] has been prepared which establishes and spotlights an honor awards program, coordinates the various incentive awards, and strengthens and simplifies the administrative aspects of the program.

A suggestion form has been drafted to make it easier for employees to submit their suggestions and thereby stimulate participation in this phase of the awards program.

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PERSONNEL REPORTING PROGRAM

The need for an effective program of meaningful statistical reports on Agency staffing and personnel is obvious. Planning and direction of Agency activities demands a knowledge of how much staff is available, what kinds of personnel are on duty, where that staff is located organizationally, what are the turnover and accessions rates, etc. The project of reviewing existing personnel reports for the purpose of abolishing unnecessary reports, devising new ones where needed, and improving the presentation of those retained has been in process for some months.

In many instances, the review process leads to review of the procedural phases on which the reports are based. For example, the problem of providing an accurate report of security initiations led to a study of the flow of requests for security approval which in turn resulted in an improved system for processing these cases. In this way, the personnel reporting program is keyed in closely with the whole program for improving the operations of the personnel office and establishing uniform procedures for handling personnel business in the Agency.

The approach to the problem of personnel reporting has been by way of meeting immediate and emergency needs at first. At the present time, the brush fires are sufficiently well under control that planning of the over-all program is underway. This includes, of course, consideration of the utilization of machine records wherever possible in order to expedite obtaining reports and to reduce the cost of preparing necessary reports.

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BASIC PERSONNEL RECORDS SYSTEM

A personnel records system has been installed which utilizes the forms and procedures outlined in Civil Service Handbook S-312, "Basic Personnel Records and Files System for Federal Agencies." The purpose of the system is to provide the Agency with a systematic method of establishing, maintaining, and using certain personnel forms, files and records. Although this agency is not required to follow this system, the use of this system will greatly aid in the economical and efficient use of personnel forms and records already in use and avoid the use of unnecessary and duplicate personnel records.

The new system requires the maintenance of only one basic set of records, and has the added advantage of reducing the clerical operations within the personnel office to a minimum. It also is designed to integrate with other administrative activities and provide an improved tool for managerial control.

New procedures are gradually being installed to implement the records system. These procedures are designed specifically to:

1. Achieve increased uniformity of operations between Divisions of the Personnel Office in North and "I" Buildings.
2. Establish a single position numbering system for personnel action requests, recruitment requests, tables of organization, action control records, position descriptions, etc.
3. Establish a Table of Organization format which will provide useful position information.
4. Centralize personnel action control in the Position Control and Service Record files, Transactions and Records Branches. Provide in Position Control a central point for dispensing personnel and position information.
5. Provide for consolidation and improvement of forms used in processing personnel actions.
6. Eliminate unnecessary steps in processing personnel actions.

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SECURITY INFORMATION

MAJOR FUNCTIONS AND RESPONSIBILITIES OF PERSONNEL RELATIONS BRANCH (C)

I. EXIT INTERVIEWING AND FINAL CLEARANCE PROGRAM

Conduct interviews with all employees who resign to determine cause and solicit comments, suggestions or criticisms which may be useful to reduce turnover. A written record of each interview is prepared and submitted with a monthly statistical report to R & P Staff for review and distribution.

Special Exit Interviews

Interviews with employees who for security or medical reasons are disqualified for employment constitute an additional responsibility of the branch. Figures for such cases are included in above totals.

Special Clearances

Clearances are made on staff employees converting to staff agents. Total number of such clearances made for fiscal year 1953. (Not included in above figures)

Administrative Processing of Resignation Actions

The "paper work" involved in the resignation process includes receipt of SF-52 actions and PD(C) file, preparation of Status of Resignation Slip, writing of report of interview, typing in sextuplicate of Form 37-154 (Report of Separation), securing of supervisor's recommendation for re-employment, submission to Placement Branch for re-employment recommendation, clearance procedure which requires a minimum of 12 telephone calls on each individual and completion of final payment clearance sheet. After signature of Chief, PRB on Separation Report and on action, papers are submitted to T & R for further processing.

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II. EMPLOYEE COUNSELING

Provide "open-door" policy for all employees who have problems, either personal or job adjustment, with which they desire assistance, and assist employees in a liaison capacity, whose problems involve other Agency offices such as Medical, Legal and Security.

This office held the following counseling interviews:

July 1952	19	January 1953	94
August	37	February	50
September	45	March	65
October	63	April	88
November	61	May	49
December	28	June	57

Total.....656

III. ORIENTATION OF NEW EMPLOYEES

Since 23 September 1952 the Branch has conducted a weekly orientation program for all new employees.

25X1A

About two hours are devoted to each orientation session, and an average of 8 new employees have special problems or questions each session which require an additional half hour.

IV. RESEARCH AND INFORMATION SERVICE

Act as a channel and referral center for a great variety of requests for information from employees.

Approximate number of general inquiries per month 180
per year2160

V. SPECIAL CASES

Indebtedness Cases

Routine indebtedness cases require a minimum of two letters and usually one interview with the employee. Because many of the employees in question are overseas, conferences are often held with the foreign division and Security offices to determine course of action to be taken.

Total debt cases for 1953..... 62

Illness, Accident and Death Cases

These cases have proved to require a large expenditure of time of several senior personnel relations officers concurrently. For example, this office has investigated and handled missing-in-action cases, suicide, overseas death cases, and institutionalized psychotic employees. Such cases require close liaison with the Medical Office, operating offices, Security and other Agencies when cover is involved.

It is estimated that the full time of one staff member is devoted to these cases. There have been 14 death cases in 1953 and approximately 25 serious illness cases in which this branch has participated.

VI. HOUSING

The Branch receives an average of 45 requests for housing each month. It is estimated that 1/4 of those making requests are directly assisted.

VII. HOSPITALIZATION PROGRAM

One hundred and thirty-nine policy holders make premium payments each month in this office. The average monthly payments total \$600.

VIII. APPROVAL OF LEAVE REQUESTS

During the fiscal year 1953, the Branch approved 624 leave requests:

<u>Type of Leave</u>	<u>Number of Approvals</u>
Advance Annual Leave	86
Advance Sick Leave	69
Military Leave	239
Leave Without Pay	145
Maternity Leave - LWOP	85

Of the Leave Without Pay and maternity cases approved, 148 required actions, necessitating clearances similar to those made on resignation actions.

IX. GENERAL CORRESPONDENCE

<u>Classification</u>	<u>Amount</u>
Intra-Agency Memos	600
Condolence Letters	14
Alien Sponsorship	10
Miscellaneous inquiries	60
Settling affairs of former employees	155
Total.....	839

X. MISCELLANEOUS ACTIVITIES

Special Studies and Functions

Compile information for special studies, process transfer-of-funds (discontinued as of May 1953), work on a cooperative basis with Office of Inspector General, Legal Office and others who request our services.

XI. EMPLOYEE SERVICES AND WELFARE

Assume responsibility for welfare activities, fund drives, bulletin boards, notary public service (2,500 made for fiscal 1953), advise on retirement problems, and provide such miscellaneous services as are required to assist in the maintenance of employee morale and job satisfaction.

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MEMORANDUM FOR: Deputy Director (Administration)

SUBJECT: Employee Services.

1. This is in the nature of a progress report on the various actions being taken by the Personnel Office on services related to the individual members of the Agency.

a. Incentive Awards. For the past several months we have been working on plans for a re-vitalized incentive awards program. I am pleased to report that our efforts have recently come to partial fruition. We have designed, had constructed, and placed fifty new incentive awards bulletin boards throughout the Agency. We have designed attractive posters which are attached to the boards and, in addition, have been spotted at thirty other locations in Agency buildings. Monthly hereafter we shall have a new poster which shall receive the same distribution. A new employees' suggestion blank has been developed and distributed to each of the boards. A copy is attached. The first day the boards were up and the new blanks in use we received more suggestions than for the preceding six months. With the paychecks on 13 March 1953 we had distributed a flyer inviting participation. A copy is attached. A new incentive awards regulation has been prepared and submitted to your office for publication. This new regulation is aimed at obtaining greater participation in the program, of course, and will provide for rotating membership among Agency officials on the incentive awards committee. In the past year the suggestions submitted have averaged about 10 from all elements except DI/P and 1 from DI/P. Our recent receipts show DI/P to be outnumbering the rest of the Agency.

b. Insurance. After getting off to a slow start due to space problems, the insurance program is gaining momentum. A substantial part of the staff for this program is hard at work in converting the records of GHI to the system under which we will operate in the future. A proposed notice to all Agency members advising them when and where to submit applications is in process and will be forwarded to your office for approval immediately.

c. General Welfare.

(1) The Agency bulletin boards for general notices have fallen into some disuse but we are picking up this item as a continuing responsibility of the Personnel Office to post general items under a controlled system. Ride-sharing,